



Policy: 2004
Procedure: 2004.01
Chapter: Employee Benefits
Rule: Employee Death or
Incapacitating Injury
Notifications and Funeral
Protocols

Effective: 12/06/06
Replaces: 2004.01
Dated: 11/06/2002

Purpose:

The Arizona Department of Juvenile Corrections (ADJC) shall, as humanely and as rapidly as possible, notify the appropriate immediate family member or designated contact person in the event of an employee's death or critical injury **in the line-of-duty**. The Director, the Deputy Director, the Assistant Director, Program Administrator, or designee shall provide continuing support and, if the family desires, assist in funeral arrangements. The Department shall serve as the initial contact with the media and, if desired by the family, serve as the on-going contact with the media. The Department may be tasked with notifying a family member of an incident even if it occurred while **off-duty**. Support for the family may be offered by an appropriate ADJC employee. The Department shall also develop a standardized traditional law enforcement funeral protocol to manage the planning of a full honor event for an in the line-of-duty employee death consistent with tradition, good taste, and the wishes of the immediate next of kin. An incident command system may be employed to manage large funeral details.

Funeral Protocols:

Category 1: Full honors, usually reserved for **in the line-of-duty** deaths

Category 2: Death of an employee as a result of a crime

Category 3: Death of a current, retired, or separated employee due to natural causes

Category 4: Other agency employee death

Rules:

1. Initial In the Line-Of-Duty/Off-Duty Notification:

- a. Upon confirming the facts and circumstances of the death or critical injury of an employee the **REPORTING EMPLOYEE** shall cause appropriate agency-wide notifications by immediately notifying the following ADJC personnel:
 - i. Director;
 - ii. Deputy Director;
 - iii. Assistant Director or Program Administrator;
 - iv. Facilities Superintendent for the area;
 - v. Media Relations Coordinator (MRC);
 - vi. Immediate Supervisor;
 - vii. Community Chaplain or Facilities Chaplain for the area; and
 - viii. Central Office Human Resources Liaison.

2. An employee death or critical injury while **in the line-of-duty**, or an **off-duty incident** requires the following reports to be completed. The **REPORTING EMPLOYEE** shall complete:

- a. A Significant Incident Report (SIR) in accordance with Procedure [1190.03](#) ; and
- b. An Industrial Injury Report in accordance with Policy [2051](#).

3. Incident Command System:

- a. Should a large event occur **ADJC** may employ the Incident Command System (ICS) with key functions delegated to several levels of subordinates. Upon receipt of information that an employee has died or has sustained incapacitating injuries **in the line-of-duty**, the **DIRECTOR OR DESIGNEE** shall:

Procedure No. 2004.01 Employee Death or Incapacitating Injury Notifications and Funeral Protocols

Page 2 of 9

- i. Immediately activate the incident command system by appointing key employees and an incident commander to notify and manage the funeral event in accordance with the rules of this procedure;
- ii. In order to fulfill specified tasks an **ICS** may consist of the following key planners but not be limited to:
 - (1) Director or Designee;
 - (2) Notifying Official;
 - (3) Assistant Director or Program Administrator;
 - (4) Secure Facilities Superintendent for the employee's area;
 - (5) Chaplain for the employee's area;
 - (6) Family Support Liaison;
 - (7) Media Relations Coordinator;
 - (8) Incident Team Commander (ITC);
 - (9) Funeral Chief-in-Charge;
 - (10) Special Ceremonies Unit Commander or Designee;
 - (11) Family clergy; and
 - (12) A co-worker of the deceased or incapacitated employee.
- iii. It may be necessary to utilize planners from resources outside of the agency to assist with traffic planning, ushering, etc.

4. Next of Kin Notifications:

- a. The **DIRECTOR OR DESIGNEE** shall appoint a person of equal rank to, or greater rank than, the decedent to serve as the notifying official to the immediate family. The notification of the next of kin shall be made **in person** and in the company of a chaplain. The **NOTIFYING OFFICIAL** shall:
 - i. Obtain information regarding the circumstances surrounding the death of the employee;
 - ii. Contact Human Resources in Central Office and obtain from the employee's official Personnel File the name and address of the designated contact person recorded on the Employee Information Form at the time of employment:
 - (1) Notify the next of kin in the company of a chaplain;
 - (a) In the event the Chaplain is not available, the notification process shall not be delayed. Attempts will be made to use the chaplain from another facility to assist with the notification.
 - (2) Ensure this notification occurs before the employee's name is released to the media;
 - (3) Remain with the decedent's family until the arrival of a suitable assisting person;
 - (4) Obtain written consent for Release of Information to the Media and the 100 Club. The **NOTIFYING OFFICIAL** shall obtain this from the next of kin or beneficiary, if the employee is deceased.
- b. In cases where the family is out of state, the **NOTIFYING OFFICIAL** shall:
 - i. Make notification by personal telephone call;
 - ii. If notification can not be made, attempt to coordinate notification to the family through the appropriate law enforcement agency or Red Cross where the family resides;
 - iii. In the event the primary family member cannot be located in a timely fashion, make notification to an alternative family member identified on the Employee Information Form.

5. The FACILITY'S CHAPLAIN AND THE ARIZONA EMPLOYEE ASSISTANCE PROGRAM REPRESENTATIVE shall assist the family, employees, and juveniles as appropriate.

6. The **SECURE FACILITY'S SUPERINTENDENT** where the deceased employee worked shall:
 - a. Arrange for a critical debriefing;

Procedure No. 2004.01 Employee Death or Incapacitating Injury Notifications and Funeral Protocols

Page 3 of 9

- b. Immediately advise on-duty personnel to interrupt their duties and contact their own families to notify them that they are not the involved party;
- c. Admonish employees not to release the names of any parties actually involved in an incident until officially released by the Department.
- d. Ensure the Department's Psychology Services personnel are available for the services required for Department juveniles:
 - i. If needed, **EMPLOYEES** may be referred to outside contracted psychological services or the Employee Assistance Program.

7. External Notifications:

- a. Within eight hours of the notification of the death of any employee from a work-related incident or the in-patient hospitalization of three or more employees as a result of a work-related incident, the **DIRECTOR, DEPUTY DIRECTOR, ASSISTANT DIRECTOR, OR PROGRAM ADMINISTRATOR OR DESIGNEES** shall:
 - i. Report **verbally** to the State Risk Management Office and area Office of the Occupational Safety and Health Administration (OSHA) U.S. Department of Labor nearest to the site of the incident. The OSHA toll-free telephone number **[1-800-321-OSHA (6742)]** may be used, especially after business hours. The following information shall be shared:
 - (1) The Department's name;
 - (2) The location of the incident;
 - (3) The time of the incident;
 - (4) The number of fatalities or hospitalized employees;
 - (5) The names of any injured employees;
 - (6) The contact person and his/her phone number; and
 - (7) A brief description of the incident.

8. The 100 Club:

- a. In the event a Correctional series employee is seriously injured or killed **in the line-of-duty** the **ASSISTANT DIRECTOR FOR PROGRAMS AND INSTITUTIONS OR DESIGNEE** shall:
 - i. Notify the 100 Club Liaison of the situation. The Liaison can be reached at: The 100 Club, 5151 N. 19th Ave, Suite 204, Phoenix, Arizona, 85015. The telephone number is **602-485-0100** and the fax number is 602-242-1715:
 - (1) Benefits for the deceased Officer(s) are available to the surviving family;
 - (2) Benefits for a seriously injured Officer(s) shall be determined by the 100 Club on an individual basis related to financial need. In some cases, the employee or dependents may not qualify for a monetary payment.
 - ii. Offer continued assistance should circumstances and the needs of the family require for an **in the line-of-duty** incident.

9. Media Attention:

- a. While family notifications are being performed for an **in the line-of-duty** incident, the **MEDIA RELATIONS COORDINATOR (MRC) or DESIGNEE** shall make preparations at the hospital to receive the family members and to deal with the media.
- b. If the employee has sustained a critical injury the **MRC or DESIGNEE** shall serve as a hospital liaison and:
 - i. Coordinate the arrival of immediate survivors, departmental personnel, the media, and others; and
 - ii. Ensure that the medical personnel provide pertinent information on the employee's condition to the family before they inform any other parties.
- c. **ADJC PERSONNEL** shall not release the name of the involved employee to the media before the family has been notified. In consultation with the Director the **MRC OR AN EMPLOYEE DESIGNATED BY THE DIRECTOR** shall:

Procedure No. 2004.01 Employee Death or Incapacitating Injury Notifications and Funeral Protocols

Page 4 of 9

- i. Act as the on-camera representative;
- ii. Interact with the media concerning an **in the line-of-duty** incident;
- iii. Prepare and disseminate a press release if desired by the surviving family:
 - (1) As appropriate, disseminate other information regarding any activities recognizing the deceased employee.
- iv. Inform the media of any memorial account(s)/fund(s) established to assist the survivors; and
- v. Act as a family representative for media contact. Continuing representation may be appropriate dependent upon the circumstances of the incident and the extent desired by the family or the employee.

10. Death and Funeral Notice:

- a. Once all appropriate family notifications have been made, the **MRC or DESIGNEE** shall:
 - i. Contact the Governor's Office;
 - ii. Prepare a death and funeral notice as soon as practicable and as completely as possible:
 - (1) If there are unanswered aspects of the initial press release, usually viewing and funeral arrangements, they shall be described as "pending" and an updated notice sent out when the family makes its wishes known.
 - iii. Use this notice for website postings, fax notifications, and e-mail messages.
- b. If the employee's death is **in the line-of-duty** the **MRC** shall:
 - i. Determine whether to prepare a letter to the survivors for the Governor's or Director's signature recognizing the employee's service to the State and the Department:
 - (1) If so determined, the letter shall be delivered in person by the Notifying Official or Designee as soon as practicable.
 - (2) Ensure that a deceased officer(s) is represented on the Arizona State Law Enforcement Memorial;
 - (3) Prepare award certificates of service and/or service plaques for the family/survivors;
 - (4) Arrange for the Department's Honor/Color Guard to attend the funeral services and other related activities in accordance with Procedure [2005.05](#) Special Ceremonies Units Honor Guard/Color Guard.

11. Benefits and Entitlements:

- a. ADJC shall provide a timely response to an employee's death or critical injury that occurs either while the employee is **off-duty** or **in the line-of-duty**. The Central Office **HUMAN RESOURCES LIAISON** shall:
 - i. Clearly and specifically delineate the benefits and the entitlements due to the family at the appropriate time. This may include assisting the family member(s) to ensure the appropriate procedures are followed and the necessary paperwork completed to initiate benefit payments and services;
 - ii. Provide the family with a copy of Form [2004.01A](#) Benefits and Assistance Information for the Surviving Family;
 - iii. Coordinate health, welfare, and death benefits and maintain close contact with the family members to confirm that benefits are received in a timely manner;
 - iv. Immediately notify the Retirement Board in writing of the death of the employee; and
 - v. Continue to maintain contact with the deceased employee's family to ensure that their needs are met.

12. Response and Family Support:

- a. In consultation with the Department's Benefit Liaison the **INCIDENT TEAM COMMANDER** shall appoint a facility Chaplain and/or an ICS member to assist the family and act as the Family Support Liaison. The **FAMILY SUPPORT LIAISON** shall demonstrate ability to

Procedure No. 2004.01 Employee Death or Incapacitating Injury Notifications and Funeral Protocols

Page 5 of 9

provide advocacy services and possess knowledge of community services available where the family can be referred for professional help. The **FAMILY SUPPORT LIAISON** shall:

- i. Contact the family regarding funeral arrangements and clearly define the options available to them, including the option of a traditional law enforcement funeral (category 1), if appropriate:
 - (1) If the family desires assistance, inform the family of the practices and protocol of a traditional law enforcement funeral (category 1) in accordance with rule 13 of this procedure.
- ii. Relay funeral arrangements/information to other Department personnel, as appropriate; and
- iii. Assist the family in coping with the emotional impact and related life changes.

13. **Category 1 Full honors, usually reserved for in the line-of-duty deaths:** In the event the family desires a traditional law enforcement funeral, **ADJC** shall use and follow the protocols described herein as a guide for a Category 1 event. A Category 1 means a public event that denotes full, military-style, ceremonial honors. This category is reserved for sworn and correctional series employees killed **in the line-of-duty**. In the event **ADJC** does not have all the specialized resources needed for the conduct of a Category 1 funeral, the **DEPARTMENT** shall contact members of fellow law enforcement funeral committees for assistance and advice.
 - a. The **DEPARTMENT** shall ensure that the areas of importance listed in this rule to assist the Funeral Committee in organizing a Category 1 event are covered:
 - i. The Planning;
 - ii. Viewing/vigil;
 - iii. Scheduling of funeral or memorial service;
 - iv. Seating arrangements;
 - v. Religious services, traditions, protocols, special music, and speakers;
 - vi. Processions;
 - vii. Graveside services;
 - viii. Reception;
 - ix. Media participation; and
 - x. Slide/Video Presentation.
 - b. The **DIRECTOR** shall appoint a funeral committee and a Chief-in-Charge to manage the details of this event;
 - c. **The Planning:** The **FUNERAL CHIEF-IN-CHARGE** shall advise family members that a funeral with full honors will take considerable time to properly conduct and gather the following information:
 - i. Do they want a church funeral? If so, which church?
 - ii. Who is their choice of priest, minister, rabbi, or other religious representative?
 - iii. Where is the funeral home?
 - iv. Who is the funeral director?
 - d. The **FUNERAL CHIEF-IN-CHARGE AND/OR DESIGNEE** shall immediately:
 - i. Schedule planning meetings at the beginning and end of each business day to ensure all pertinent information has been disseminated;
 - ii. Keep a "status Board" using Form [2004.01B](#) Status Board Checklist to help disseminate information to anyone who has a need to know the status of a particular task without having to locate the assigned person in order to complete the task;
 - iii. Do a "walk through" for large services on the day prior to the service;
 - iv. Ensure key planners are in agreement with the order of service and the planning details;
 - v. When assisting clergy with a law enforcement service, the **FUNERAL CHIEF-IN-CHARGE** shall:
 - (1) Provide a description of the protocols, traditions, logistical requirements, and Departmental concerns involved in a line-of-duty memorial service while keeping the family's wishes in mind;

- (2) Coordinate funeral services with the funeral home, church, or synagogue, as appropriate and/or necessary, respecting the family's wishes using Form [2004.01C](#) Funeral Planning Information Date/Time/Location Checklist;
 - (3) Obtain a list of pallbearers from the family; and
 - (4) Obtain a list of honor guards from the Special Ceremonies Unit Commander.
- e. **Viewing/Vigil:** If the family desires to hold a viewing/vigil, the **FUNERAL CHIEF-IN-CHARGE** shall discuss with the family, officiating priest, mortuary, and coroner prior to arranging for a date, time, and location. The **FUNERAL CHIEF-IN-CHARGE** shall then contact the Special Ceremonies Unit Commander to assign an honor guard to be posted during viewing/vigil hours. The **SPECIAL CEREMONIES UNIT COMMANDER** shall schedule the honor guard to stand at the casket during viewing at the funeral home.
- f. **Scheduling of Funeral or Memorial Service:** The **FUNERAL CHIEF-IN-CHARGE** shall ensure that the Department does not have any conflicting events that cannot be rescheduled. The **FUNERAL CHIEF-IN-CHARGE** shall:
 - i. Schedule the date and time for the service accommodating the needs of the family, facility, clergy, mortuary, cemetery, coroner, and the Department;
 - ii. Locate and secure a facility that accommodates a large seating capacity. When larger facilities cannot be secured, consider some form of overflow seating:
 - (1) If at an ADJC facility, the funeral shall not interfere with or override the practices of the chosen facility.
 - iii. Make reception arrangements following funeral/memorial service;
 - iv. Determine whether church cards are desired and arrange with printer for production;
 - v. Secure space from local hotel(s) for attendees traveling long distances;
 - vi. Direct and coordinate the Department and ADJC's personnel involvement in the funeral;
 - vii. Establish liaison with police department. The police department can assist with the following:
 - (1) Request police department to send out the announcement of in the line-of-duty deaths with as much detail as possible on police blotter, including funeral arrangements, department and union address, phone number of the head of the Funeral Committee Chief-in-Charge for funeral arrangements;
 - (2) Request police to provide a detail in a marked car at the deceased's house during the entire funeral period; and
 - (3) Request police to have a representative at any planning meeting. They can assist with logistical coordination including traffic, crowd control, parking, etc.
- g. **Seating Arrangements:** The **FUNERAL COMMITTEE** shall prepare a facility use and seating plan to accommodate the needs of the family, agency, visiting dignitaries, and the public. Depending on the seating layout of the facility, the **FUNERAL COMMITTEE** shall assess the need to use ushers:
 - i. If necessary, assign ushers to the front and rear of each aisle to facilitate the seating plan;
 - ii. Consider accepting allied law enforcement and fire agencies volunteering their services; and
 - iii. Utilize Form [2004.01D](#) Anticipated Arrival of Family/Dignitaries to keep track of all arrivals.
- h. **Religious Service, Protocols, and Speakers:** The **FUNERAL COMMITTEE** shall prepare a checklist to keep track of the allotted time for each protocol and speaker using Form [2004.01E](#) Sample of Order of Service and Checklist. The **FUNERAL CHIEF-IN-CHARGE** shall meet with the family clergy to determine the extent of the Department's involvement and have clear direction as to the family's wishes:
 - i. When dealing with restrictive religious services or when the family requests private religious services, the **FUNERAL COMMITTEE** may want to consider having a separate memorial service that will not interfere with religious customs;

Procedure No. 2004.01 Employee Death or Incapacitating Injury Notifications and Funeral Protocols

Page 7 of 9

- ii. Assign the order of speakers (normally from the highest ranking to the lowest). These speakers will normally be followed by eulogies from a family representative;
- iii. Direct family requests to have the Governor speak at the funeral to the Director;
- iv. The **SPECIAL CEREMONIES UNIT COMMANDER OR DESIGNEE** shall ensure that the honor guard:
 - (1) Posts colors prior to church service;
 - (2) Posts outside church on both sides of the entrance. Department personnel, officials, and civic delegates are lined up with honor guard to street and family passes between ranks. In all instances, ensure the family enters church ahead of any dignitaries;
 - (3) The **FUNERAL COMMITTEE** shall assess the need to use ushers and assign them to the front and rear of each aisle, and given specific instructions to facilitate the seating plan. **USHERS** shall:
 - (a) Keep front right part of church open for members and delegates. After body is greeted all march into church and are seated in the following fashion. All remain standing until all delegations are in place:
 - (i) Director or Governor;
 - (ii) Assistant Directors or Program Administrators;
 - (iii) Local officials;
 - (iv) Agency Officers;
 - (v) Department personnel; and
 - (vi) Personnel from other departments or agencies; and
 - (vii) Elected Officials.
 - (b) Under the direction of the Funeral Committee Chief-in-Charge the **USHERS** shall, at conclusion of the service, direct delegations to the street where they shall resume their original places, facing church;
 - (c) Pallbearers shall then proceed out of the church with the body followed by the family and other mourners. The **SPECIAL CEREMONIES UNIT COMMANDER OR DESIGNEE** shall:
 - (i) Give the command for a salute as the body is brought from the church and placed in the hearse;
 - (ii) Direct all corrections officers proceeded by the colors to march ahead of procession to a designated pass-in-review position;
 - (iii) If desired, a designated facility could be chosen for pass-in-review.
- v. **Procession:** **ADJC** may want to limit the procession to the immediate family and extended family members, and employees of the involved command, or local law enforcement agencies:
 - (1) The **FUNERAL COMMITTEE** shall advise allied agencies when their respective jurisdictions will be impacted by either the memorial service or the procession.
- vi. **Graveside:** The graveside service normally consists of a short religious service and several law enforcement protocols. **ADJC** shall provide assistance in accordance with the family's faith group. The graveside service should be kept short in order to allow people to express condolences to the family at the conclusion of the service.
 - (1) The **FUNERAL COMMITTEE CHIEF-IN-CHARGE** shall:
 - (a) Advise the officiating person that s/he may choose to begin the service before everyone has parked their vehicles and can be assembled.
 - (b) Assemble correctional officers, keeping in mind committal is usually for family and close friends;
 - (c) If an extremely long motorcade is anticipated, arrange for a family waiting room to help alleviate some of the anxiety of the long wait and to allow the family to utilize restroom facilities;
 - (d) Have a parking plan at the cemetery. Cemeteries in metropolitan communities usually have traffic plans and will tell you exactly how many vehicles can be accommodated;

- (e) Ensure that provisions have been made to utilize public streets when the cemetery cannot accommodate all of the vehicles; and
 - (f) Utilize a portable sound system to enable attendees to hear the committal service and various presentations, if necessary;
 - (g) Utilize Form [2004.01F](#) Sample of Graveside Service, if necessary.
 - vii. **The Reception:** A reception is usually planned immediately following the graveside service or immediately following the funeral or memorial service when no graveside service is planned. When there is some distance between the location of the service and the location of the reception, only half the people attending the service will attend the reception. Receptions normally last no longer than two hours. The **FUNERAL COMMITTEE** shall:
 - (1) Arrange for an adequate reception facility, preferably close to the graveside service or close to the facility used for the memorial service when no graveside service is planned;
 - (2) Consider that it is very difficult to make an unorganized move of large numbers of vehicles over long distances in a timely manner;
 - (3) Anticipate that approximately 75 percent of the attendees will stay for the reception if a reception is planned following the funeral service at the same facility or at a facility within a very close proximity;
 - (4) Whenever possible, publish a route map in the service bulletin or provide one at the service;
 - (5) Arrange for food, drinks, set-up, and clean-up;
 - (6) Sandwiches, finger-foods, soft drinks, and water will normally be adequate.
 - viii. **Media Participation:** The **FUNERAL COMMITTEE** shall:
 - (1) Discuss media participation with the family;
 - (2) If the family is agreeable to media participation, make specific arrangements to accommodate media needs, as well as respecting the family's privacy;
 - (3) Request the assistance of a photographer and/or videographer for the service if desired by the family and photographs and videos from the services are desired for various publications.
 - ix. **Slide/Video Presentation:** The **FUNERAL COMMITTEE** shall:
 - (1) Discuss slide/video presentation with the family;
 - (2) If the family is agreeable to showing a slide or video presentation, make specific arrangements to accommodate the slide/video presentation;
 - (3) Request the assistance of someone to handle the slide/video presentation.
14. **Period of Mourning and Honor:**
- a. After notification of in the line-of-duty death is completed, and at the discretion of the Governor, flags at Department facilities may be ordered to half-mast in honor of fallen employee;
 - b. If appropriate, the **DIRECTOR** may request permission for the lowering of the flags through the appropriate employees in the Governor's office;
 - c. The **DIRECTOR** may further request that the Governor approve the lowering of flags at other state facilities or buildings;
 - d. **EMPLOYEES'** may shroud their badges/identification cards in memory of a deceased employee using a black 1/4 inch wide elastic band;
 - e. The period for shrouding of badges/cards shall be from the time of death through midnight of the day of the funeral/memorial services or for 72 consecutive hours following the time of death in the event that a funeral/memorial service does not take place;
 - f. The deceased employee's badge shall be offered to the next-of-kin. If accepted, the badge shall be mounted on a wooden plaque at the Department's expense and shall be presented to the next-of-kin;

Page 9 of 9

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